

Our **Corps** Is - -

- * People Powered....
- * Future Oriented....
- * Customer Focused.... *
- Excellence Driven....

* * * **DRAFT** *

Our Corps **Values** Are - -

- * Quality
- * Caring
- * Integrity
- * Professionalism

TAKING STOCK
OF THE
FUTURE

Our Corps **Vision** Is - -

- * A Vital Part of America's Army....
- * Proud of our Past....
- * Building for the Future....
- * Providing Quality, Responsive, Engineering Services....
- * To Support the Nation in Peace and War....

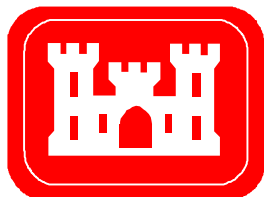
**OUR
USACE**

LOGISTI

CS

STRATEGIC PLAN

15 MARCH 1996



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**US Army Corps
of Engineers®**

In 1994, USACE issued a new vision statement

". . . to form a shared

understanding of corporate direction, purpose, and values . . ." This USACE Logistics Strategic Plan supports the Corps' Vision.

Our plan tells where we are going and how we are going to get there. It was generated by the Corps' logistics community and is being reviewed by the Command at large. This plan describes our logistics *Mission, Core Competencies, Vision, Goals, Objectives*, and *Strategies*.

Our Logistics Strategic Plan traces its roots to the *USACE 1995 Logistics Conference* and the FORCE XXI theme. The workshops conducted at that August conference focused on how our logistics community could do its job "quicker, better, and cheaper" for our customers. The energy and initiatives generated at the August conference continued through February 1996 at the *USACE Logistics Strategic Planning Workshop*. This strategic plan summarizes those six months of effort.

Our USACE Logistics Strategic Plan supports the Corps' Vision Statement

One of the first challenges was to answer the question, "Why does Logistics exist?"

Our Corps Logistics Mission--

*** DRAFT ***

To provide innovative, professional, integrated logistics support, products, and services to our customers worldwide.

environment now and in the future. The mission statement shown above was their consensus on the answer to this question.

The USACE logistics community faces a large number of challenges. Privatization, downsizing, and reorganization combine to represent an atmosphere of uncertainty.

In light of the current logistics organizational climate, one of the first questions that faced the representatives from the field and HQUSACE at the 1996 Logistics Strategic Planning Workshop was "Why does USACE Logistics exist?"

The workshop participants considered that question as they wrestled with other factors that would influence their operational

Our Logistics Core ~~Competencies~~ -

Quality, consistent
management of:

- facilities
- transportation
- materiel maintenance
- property accountability
- supply

Experienced and ~~proven~~ logistics
contingency support

~~Sustained~~ leadership in:

- physical accountability
- technical logistics
“know-how”
- integrated logistics
planning
- compliance assistance

Qualified managers of ~~logistics~~
~~activities and~~ ~~resources~~

*** *DRAFT* ***

In 1986, a USACE
command decision
was made to establish
logistics organizations
throughout the Corps
to provide better
management control
over logistics activities
and resources.

In the 10 years of our
existence, the USACE
logistics community
has acquired the
experience and talent
to do the job right.
Many in our
community have the
know-how and the
cross-trained
personnel to get the
job done, whatever the
task may be.

The *core*
competencies shown

above, embody the specific “know-how” of our logistics
community.

Our customers and partners need to recognize these
competencies as the heart of our business.

*Many have the know-how
and the cross-trained
personnel...*

Our Corps Logistics ***Vision--***

We are dedicated to being ~~the customers'~~ logistics provider of choice, applying advanced technology, and dynamic innovative leadership in meeting all future challenges.

Our logistics ***vision*** contributes to the success of the Nation's premier public engineering agency--the U.S. Army Corps of Engineers.

Our logistics vision supports USACE's Vision and the Logistics Force XXI Campaign Plan.

Our logistics vision is a product of our communities' thoughts on where the future lies. We considered concepts from many of the Corps' district, division, and functional strategic plans to insure that we were on on the same track as our sister functional areas and parent organizations.

Our logistics vision also considered visions and strategic plans external to the Corps family. For example, the Logistics Force XXI Campaign Plan, published by the Army, and the DOD Logistics Strategic Plan were referenced.

Our logistics goals are described on Page 6. ☞

The USACE Logistics Vision will be achieved through our five **goals**. **Organizing** our logistics community in the most efficient manner, in goal one, allows us to do our job quicker, better, and cheaper. The use of **automation** and advanced technology in goal two will help achieve a more efficient workplace. The third goal acknowledges USACE's commitment to maintaining the best **trained work force** possible. The fourth goal is designed to get the customer what he wants in the most effective way possible. Goal five recognizes that we must meet **customer expectations** 100% of the time.

Each **goal** has supporting **objectives**. The objectives define specific actions that need to be accomplished. The objectives in turn have supporting **strategies**, which are the "how to." Achieving these goals, objectives, and strategies will lead us to our vision.

Achieving our goals,

objectives, and strategies will

Our Goals Will Achieve Our Vision

* Organize our ~~logistics~~ community to ~~achieve~~ the best value ~~for our customers~~

* Foster a ~~dynamic and flexible~~ work environment that uses automated systems and advanced technology

* Promote a highly trained, developed, and ~~professional~~ work force

* Employ uniform business practices

* Provide tools that ensure customer expectations ~~are met~~

- ※ **~~GOAL 1:~~ Organize our logistics community to achieve best value for our customers.** We will structure the Corps logistics community into lean, compact organizations focused on customers and tailored to meet their needs. These organizations will leverage available resources across Corps activity boundaries through empowered teams to provide best value products and services to our customers.

STRATEGIES:

~~OBJECTIVE 1:~~ Develop and analyze which Corps regions can be serviced by “**unique & flexible**” but effective organizations.

~~OBJECTIVE 2:~~ Develop and analyze the “**MR DOL**” organizational concept.

~~OBJECTIVE 3:~~ Examine and determine the feasibility of outsourcing products and services.

- S1 Develop a **model regionalized** logistics product/service center, test and implement.
- S2 Analyze what logistics functions or processes can be consolidated into **centers of expertise**, where they can be used, and applied.
- S3 Study how the Corps can use tailored teams to provide specialized logistics products and services to **communities** of customers and partners.
- S4 Examine, test and apply the **co-located** logistics organizational structure.

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- S5 Study and apply **centralizing** products and services for greater savings.
 - S6 Establish “**MR DOL**” mission, function, standards and apply.
 - S7 Determine which products and services can be contracted for, privatized, or handed off to other organizations.

- ※ **~~GOAL 2:~~ Foster a dynamic and flexible work environment that uses automated systems and advanced technology.** We will proactively incorporate automation and high-technology solutions into the provision of logistics products and services, as well as in the operation of logistics programs.

STRATEGIES:

OBJECTIVE 1: Mandate the use of standardized, available DOD and Army automated logistics systems to meet mission requirements.

- S1 Partner with Information Management and Resource Management to determine the automated data processing equipment and training needed.

OBJECTIVE 2: Identify and provide automated hardware and software to support and access required automated systems.

- S2 Develop and/or update the Information Management Plan.
- S3 Revise and update individual development plans (IDPs).

OBJECTIVE 3: Promote and provide training for required automated systems and advanced technologies.

- S4 USACE Logistics and Information Management need to adopt standard Army/DOD commonly used software packages with in-depth field input.

- S5 USACE Information Management needs to identify compatible equipment/software requirements.
- S6 Identify and list all required training related to mandated software packages
- S7 Resource the equipment, software, and training that is necessary
- S8 Identify and utilize a standard logistics information network for reporting that allows HQUSACE to “reach out” and obtain the information needed.

- ✱ **GOAL 3: Promote a highly trained, developed, and professional work force.** The Corps believes that the cornerstone to providing customer care is its people. It is our belief that the key to success is a cross-trained, fully developed, and accountable logistics work force.

STRATEGIES:

OBJECTIVE 1: Develop and maintain a work force that is cross-trained in all logistics functional areas.

- S1 Identify and determine logistics training requirements.

OBJECTIVE 2: Ensure logistics personnel are enrolled/registered in an accredited career program.

- S2 Partner with internal and external organizations to develop or adapt courses.
- S3 Automate training courses where possible.

OBJECTIVE 3: Ensure key logistics position descriptions are uniform.

- S4 Establish a minimum training standard and logistics IDP.

OBJECTIVE 4: Ensure all logistics functional areas are reviewed to develop a uniform definition of mission support.

- S5 Develop and use the train-the-trainer concept for logistics training.
- S6 Develop and train the work force by using teleconferencing, vendors, and logistics experts.

- S7 Seek delegation of position classification authority to the Corps' district and division level.
- S8 Review all logistics and support services responsibilities to ensure proper classification.
- S9 Develop uniform position descriptions for key logistics positions and have them incorporated into DA regulations.

✱ **GOAL 4: Employ uniform business practices.**

We believe that uniform logistics business practices will enable us to meet our customers' requirements quicker, better, and in a more cost effective manner.

OBJECTIVE 1: Develop and maintain a logistics resource repository.

OBJECTIVE 2: Ensure all USACE logistics organizations have defined missions and functions.

OBJECTIVE 3: Ensure a standard, meaningful, and realistic measurement criteria to support the commander's and customers' desires.

OBJECTIVE 4: Ensure continuous customer performance measurements which will effectively provide feedback and a timely response.

STRATEGIES:

- S1 Establish logistics organizations that report directly to the Commander/staff in accordance with AR 5-3.
- S2 Establish a logistics organization with responsibilities for all logistics functional areas in accordance with AR 5-3.
- S3 Develop and implement a logistics evaluation and corrective action system for evaluating performance and correcting deficiencies.
- S4 Maintain timely responsive and self-assessment criteria.
- S5 Develop and implement specific measurable "CMR" items.

- S6 Define specific measurement tools and instructions.
- S7 Develop data elements that are flexible enough to incorporate future changes.
- S8 Define information to be contained in an easily accessible resource repository.
- S9 Develop location of and instructions for accessing resource repository.
- S10 Standardize logistics standard operating procedures.
- S11 Develop uniform equipment requirements.

✱ **GOAL 5: Provide tools that ensure customer expectations are met.** The Corps and specifically our logistics community believe that strong customer service and partnering is the path to achieving 100% customer satisfaction.

OBJECTIVE 1: Define and identify the Corps' logistics customers and partners.

OBJECTIVE 2: Determine our customer's requirements.

OBJECTIVE 3: Educate our customers and partners on the Corps logistics community's roles and capabilities

OBJECTIVE 4: Develop a USACE logistics marketing plan

STRATEGIES:

- S1 Identify all customers and partners, current and potential, (including the project offices, field sites, or any other agency) through a survey questionnaire.
- S2 Identify what our customers and partners need, what they expect from us, and determine how well we are doing through a customer survey.
- S3 Develop and conduct customer and partner sessions to solicit feedback; use the annual logistics conference as one venue.
- S4 Develop and distribute logistics information pamphlets to current and potential customers to educate them on our role and capabilities.
- S5 Develop a "canned" USACE Logistics information briefing that can be used and adapted for all levels and customers and be made available in all mediums.
- S6 Identify and analyze all known and potential competitors for lessons learned.
- S7 Identify and analyze all areas for possible future work & markets; assume no boundaries.
- S8 Consolidate the above information at HQUSACE into a marketable plan and disseminate.
- S9 Make customer and partner "office calls" to solicit feedback on how we are doing.

Action plans are designed to answer the question “Who will do what?”

scan-focus-act model. Within this process, four major questions are used to guide the participants, as seen on the graphic above.

This strategic plan documents the progress we have made to date. The vertical line that runs through the Strategic Plan triangle is **“where we are now”** in our process.

Where are we going? In the near term we will--

- draft and circulate this strategic plan for comment
- brief our LOGSTRATPLAN to the command group
- build action plans that guide our work tasks
- implement our action plans

The action plans are designed to answer the question **“who will do what?”** Action plans contain the who, what, when, where, and how of the strategies. Action teams will be tasked with generating the action plans during the spring of 1996.

The Logistics community used a simple strategic planning process called the